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17 July 1978

MEMORANDUM FOR: Deputy Director for Administration
VIA: Deputy Director of Central Intelligence
FROM: Director of Central Intelligence
SUBJECT: Applicant Processing Time

1. For all of the time that I have been here, I have been concerned at how long it takes us to approve an applicant for employment. I've gone into the statistics of this with you a number of times. Despite the soundness of your responses, I am still concerned.

a. There is just a universal feeling through the middle and lower ranks of the Agency that we are losing good people because we take so long.

b. The recruiting climate is more likely to become difficult than easy as the nation hopefully climbs out of recession.

2. I'd appreciate your looking at a number of possible solutions to this problem. Among them, please consider the following but do not restrict yourself to these:

a. Establish a greatly reduced norm such as 60 days in which to respond to an applicant as to whether we wish to employ him. This response could be contingent upon a subsequent full security check, but the applicant would know that if he cleared the security hurdle we were going to employ him.

b. When we've made up our mind that we want an individual, put him on some kind of a retainer pay until his clearance is approved and he can actually come to work.

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c. Have one center in each Directorate that has the authority to clear a new applicant rather than having to shop him around and obtain a specific assignment for him within the Directorate.

d. Make special provisions for deciding whether we want summer interns to come back as career employees.



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